

SECTION C – STATEMENT OF WORK

FUNCTIONAL CATEGORY 1 - ORGANIZATIONAL MANAGEMENT SUPPORT (OMS)

C.1 Scope of Work

The scope of the activities to be performed under this contract is described below for each functional area. The work described should not be construed in any way to be an outsourcing of inherently governmental functions. It is work that supports government personnel in the performance of their duties. Contractor personnel will not be in a position of decision-making authority that would bind the Government to take or not to take some action by contract, policy, regulation, monetary or otherwise.

C.1.1 Policy Support: DHS I&A requires support for policy development within I&A and across the DHS intelligence enterprise. The contractor may be required to provide:

- a) Assistance and advice to the government related to the development and execution of homeland security related policy, such as analysis of the impact of policies on the DHS Intelligence Program; development of options, and alternatives; assessment of the consequences of various proposed courses of action
- b) Monitoring and analyzing DHS and Intelligence Community (IC) plans, directives and courses of action (COAs) and conducting research on policies relevant to homeland security
- c) Monitoring and analysis of related legislative and policy proposals, including appropriate statutory, regulatory, and other issues pertaining to I&A programs.
- d) Assistance with problem definition, planning and coordination efforts with numerous organizational elements
- e) Special analyses and briefings as needed, including writing concept and issue papers to support policy development

C.1.2 Planning, Programming and Performance Management

Support: DHS I&A requires support for planning, programming and performance management within I&A and across the DHS intelligence enterprise. The contractor may be required to provide support to:

- a) Development of I&A's annual Future Years Homeland Security Program (FYHSP), including support to strategic planning, development, presentation, and defense of I&A's FYHSP
- b) Assisting with I&A's strategic planning efforts

- c) Integration of strategic planning, programming and budgeting/execution activities, to promote consistency between such related efforts
- d) Efforts to integrate performance and budget integration efforts, including facilitating program reviews, cross-departmental analysis of DHS intelligence investments, and capturing best practices and lessons learned
- e) Development and monitoring of performance goals, including coordinating and monitoring proper development, tracking, and reporting of performance goals; determining the effectiveness of performance measures and making recommendations to ensure performance measures are properly aligned with strategy

C.1.3 Resource Management Support: The Contractor shall provide professional-level support services in all aspects of budget, resource management and financial analysis with responsibility for performing a full range of reviews and analytical functions in support of formulating, planning, presenting, and executing the assigned budgetary appropriation. All such support shall be performed in accordance with applicable federal and DHS statutes, regulations, directives, policies, and guidelines. Specific activities supported may include but are not limited to:

- a) Collecting, analyzing, preparing and presenting financial data related to all aspects of the budget life cycle including planning, formulation, reclama, and execution
- b) Collecting, compiling, forecasting and analyzing financial management data to define, defend and justify resource allocation funding levels of current and out-year apportionments in support of or against financial decisions at all levels
- c) Conducting financial and budget trend analysis and studies
- d) Monitoring, extracting and analyzing budgetary data from the financial management system
- e) Assisting with monitoring, tracking and reporting on the performance of contracts including current project status, staffing rates, deliverables, the need for funding adjustments as defined by the contract's execution rate, obligation rates, expenditures, and performance measures
- f) Facilitating the review and processing of travel authorizations, vouchers and invoices for certification and payment
- g) Assisting in the development of briefings and executive decision papers on financial performance data to address internal and external inquiries

C.1.4 Human Capital Resources Support: The Contractor shall provide professional-level services in support of all aspects of human resource planning, management, and operations. All such support shall be performed in accordance with applicable federal and DHS statutes, regulations, directives, policies, and guidelines. Specific activities supported may include but are not limited to:

- a) Executing and recording/data capture of employee personnel actions such as appointments, details, promotions, awards, transfers, and separations
- b) Recommending and implementing Human Resource-specific processes and procedures
- c) Developing hiring and recruitment strategies
- d) Conducting pay and performance management
- e) Developing position descriptions
- f) Developing policies, studies, and reports on Human Capital programs and initiatives

C.1.5 Security Support: The Contractor shall provide professional-level support services in all disciplines of security management to include administrative, personnel, industrial, physical, communications, information and operations security. The Contractor shall assist with the responsibility of providing oversight necessary to assure the protection of assets, classified and sensitive but unclassified information in accordance with applicable federal and DHS statutes, regulations, directives, policies, and guidelines. Specific activities supported may include but are not limited to:

- a) Ensuring compliance with mandated requirements
- b) Developing policy and programs
- c) Implementing operational procedures and guidance

C.1.6 Administrative Support: The Contractor shall provide both professional-level and administrative-level direct and indirect support services to the Senior Leadership Team. All such support shall be performed in accordance with applicable federal and DHS statutes, regulations, directives, policies, and guidelines. Specific activities supported may include but are not limited to:

- a) Developing and implementing task management processes and procedures
- b) Monitoring and tracking all internal and external tasking, actions and interactions
- c) Monitoring, tracking and managing correspondence
- d) Determining and preparing appropriate correspondence responses
- e) Establishing and implementing procedures for the proper handling of intelligence information which may impact national security interests
- f) Conducting daily liaison with DHS components, HQ staff, and other government officials
- g) Performing filing, faxing, copying/reproducing, scanning, correspondence delivery, archiving, and shredding, etc.
- h) Meeting and conference room management and facilitation
- i) Supporting the development and implementation of staffing policies and procedures

C.1.7 Logistics and Facilities Management Support: The Contractor shall provide professional-level and administrative-level services in support of

all aspects of the Logistics and Facilities Management disciplines. All such support shall be performed in accordance with applicable federal and DHS statutes, regulations, directives, policies, and guidelines. Specific activities supported may include but are not limited to:

- a) Planning, designing, managing, operating and maintaining reliable and efficient systems, equipment and logistics infrastructure
- b) Providing technical and support services involving facilities research, engineering, design, integration, and installation
- c) Designing, redesigning, evaluating and conducting assessments in support of developing specific requirements according to staff needs and agency growth (may require CAD drawing and blue print development, etc.) Must have ability to understand and facilitate requirement's needs associated with minor construction and architectural engineering
- d) Ensuring compliance with and achievement of mandated logistics and facilities requirements
- e) Transporting and accounting of supplies and equipment
- f) Evaluating, recommending, and planning facilities and logistics projects
- g) Escort duties to facilitate the movement of uncleared personnel within secure areas

FUNCTIONAL CATEGORY 2 - CORE INTELLIGENCE SERVICES

C.2 Scope of Work

C.2.1 Intelligence Analysis

DHS' Office of Intelligence and Analysis (I&A) is responsible for creating a wide-range of assessments, forecasts, and strategic warning items from all sources of information on all threats to the Homeland, and sharing those products with state and local governments as well as with the private sector. Assessments must be written at the lowest classification level so they may be shared with the broadest possible audience. Analysts shall develop rigorous analysis using a variety of analytic techniques to challenge accepted beliefs and conclusions, better qualify estimates of threat capabilities, and provide actionable insights to protect the Homeland. Analytic products will achieve the standards of tradecraft as identified in the Intelligence Community Directive 203, *Analytic Standards*. Intelligence analysis support described below includes all production management tasks related to such intelligence support, including editing, formatting, tracking, dissemination, storing, and archiving intelligence products; as well as maintaining I&A websites, soliciting customer feedback, evaluating the products, and recommending ways to improve the value of intelligence products.

The Contractor may be required to provide ***Current, Crisis, and Surge intelligence Support*** which includes:

- a) Monitoring information and intelligence from the Intelligence Community (IC), Law Enforcement agencies at all levels of government, open sources, and public and private sector sources for items of interest and threat.
- b) Providing 24x7 indications and warning analysis on threats to the Homeland.
- c) Harvesting and processing raw intelligence information from DHS component operations, investigations, sources, and contacts to the intelligence, policy, and law enforcement communities into written Homeland Intelligence Reports (HIRs).
- d) Creating current intelligence analysis products and daily intelligence updates.
- e) Creating short-term, focused analysis and assessment of terrorist organizations, their leadership, intentions, activities, capabilities and support structures.
- f) Providing initial assessment of the potential impact on the Homeland from identified threats.
- g) Sharing warnings, analysis, and assessments with DHS senior leadership and Components, DHS' Federal, State, Local, Tribal, and Private Sector partners, and the IC.

The Contractor may be required to provide *Strategic and In-Depth Analytic Assessments* and *Estimates or Predictive Analytic Assessments*, which includes:

- h) Monitoring and analyzing information and intelligence from the Intelligence Community (IC), Law Enforcement agencies at all levels of government, open sources, and public and private sector sources for items of interest and threat to the Homeland.
- i) Providing intelligence subject matter expertise, including analytic methodologies and tradecraft; adversary tactics, techniques, procedures and culture.
- j) Longer-term, all-source analysis and assessments of all threats to the Homeland, including in-depth assessment of the potential impact on the Homeland from identified threats.
- k) Strategic risk assessments and Critical Infrastructure/Key Resources risk assessments.

C.2.2 Collection Requirements Support:

I&A establishes and manages homeland security-related intelligence collection requirements, and develops strategies to fulfill those requirements, including by “harvesting” information collected by DHS operating components. I&A works to identify homeland security information necessary to support Departmental, IC, and state, local, tribal, territorial, and private sector partner requirements while respecting rules governing civil liberties, civil rights, and privacy. The Contractor may be required to provide support to:

- a) Determining intelligence requirements of I&A, DHS Components, and state, local, tribal, territorial, and private sector partners, including receipt and processing of requests for information (RFIs) from DHS stakeholders.
- b) Determining and leveraging appropriate tasking mechanisms to request new collection in support of homeland security related intelligence requirements.
- c) Identifying Intelligence, Surveillance, and Reconnaissance (ISR) collection capabilities and other technical collections capabilities, gaps and limitations throughout the IC, DHS and its components to augment intelligence gaps.
- d) Satisfying intelligence information needs of other federal partners, including the Intelligence Community to enhance the DHS’ information sharing initiatives.
- e) Maintaining awareness and managing the priorities of the “Homeland security” Intelligence Topic as established under the National Intelligence Priorities Framework (NIPF) and ensuring DHS complies with National Security Policy Directive (NSPD)-26.
- f) Advanced Concept Technology Demonstration (ACTD) activities, including technological expertise, monitoring the development and implementation of new technology for collection management and ISR applications, and advice to I&A about the development of future intelligence systems.

- g) National Systems Integration Program (NSIP), including assisting DHS with integrating capabilities with the Intelligence Community and DoD in order to more effectively leverage technologies, tactics, techniques, and procedures to be used in future Homeland Security applications.
- h) National Applications Office, including advocating and facilitating access to IC capabilities for its non-traditional civil, homeland security and law enforcement domain customers; developing mechanisms to monitor the satisfaction of information requirements; advocate for future collection and exploitation technology needs to support the civil applications, homeland security and law enforcement domains; and ensure the use of classified and unclassified information and systems is in accordance with laws and regulations.

C.2.3 Exercise Support and Continuity of Operations/Continuity of Government (COOP/COG)

DHS I&A requires support related to exercises and Continuity of Operations/Continuity of Government (COOP/COG) planning and preparation. The contractor may be required to provide support to:

- a) I&A's activities related to the National Exercise Program for scenario development, planning and other expertise relevant to Operational Intelligence (OpIntel) for information sharing, coordination, collaboration, and integration within the Interagency environment and Intelligence Community for support to State and Local Fusion Centers and the DHS Intelligence Enterprise.
- b) Planning, scheduling and designing, and controlling Homeland Security intelligence support to exercises at national, state, local, and tribal levels. Managing special programs (such as Focal Point) and special technical operations (STO), program directives, memos, and implementation plans.
- c) Emergency preparedness, including developing COOP and COG contingency plans, processes, and procedures to facilitate the performance of I&A essential functions during any emergency situation that may disrupt normal operations.
- d) Development of COOPs and Business Recovery Plans, communications and outreach support reports and technical documents reports, briefing materials, milestone charts, white papers, or other documents.
- e) Support for planning and coordination of, and participation in National Security Special Events (NSSE) and Homeland Security Special Events (SEHS) levels 1 and 2, including coordination and review of intelligence analysis for threat assessment in Integrated Federal Support Plans (IFSPs) for NSSE and SEHS.

C.2.4 International Relations

I&A requires support for interaction with international partners and management of information disclosure to international partners. The Contractor may be required to provide support to I&A's foreign liaison program, including:

- a) Developing and maintaining relationships with foreign partners; drafting policy papers; writing background and information papers and meeting notes; developing after action plans; planning and running analytical exchanges, foreign visits/functions; briefing senior US and foreign personnel, and other activities as needed.
- b) Processing requests for disclosures of DHS information to foreign, state, local, tribal, and private sector partners, coordination with other agencies, inside and outside of the intelligence and law enforcement communities; maintaining permanent records of all disclosure-related decisions.

C.2.5 Information Management Support

Information management includes all matters concerned with the planning, design, development, installation, and implementation of information management architectures, policies, procedures, systems and applications. The contractor shall provide support as related to information sharing and collaboration, information requirements, information governance, information policy development, analysis, and solution implementation guidance.

The Contractor may be required to support:

- a) Ensuring information sharing and management elements of the DHS Strategic Plan are fully supported, including development and maintenance of information management processes.
- b) Ensuring that DHS complies with all requirements of the Information Sharing Environment Implementation Plan.
- c) Assisting in the development and management of tools for information sharing, researching, composing, producing, and disseminating intelligence and information products.
- d) Providing support to managing and assisting with negotiating formal and informal sharing agreements.
- e) Developing information sharing and management requirements and documenting these requirements in a mission needs statement.
- f) Developing and implementing organizational architectures, execution plans, and program plans.

C.2.6 Counterintelligence (CI) Program Support

I&A's Counterintelligence (CI) Program support is intended to unify the CI strategy, policy, and operations of the Department. The contractor may be required to support:

- a) Development of the DHS CI strategy.
- b) Advice and support to develop a CI policy architecture for DHS.
- c) Planning and recommending steps for research technology protection.
- d) CI support to critical infrastructure protection, including coordination with analytic elements that focus on critical infrastructure and key resources.

- e) Research and analysis supporting CI force protection, CI operations, CI oversight, and functional counterintelligence.
- f) Research, analysis, and collaboration on general intelligence threats to DHS.

C.2.7 State and Local Fusion Centers Support:

I&A supports the State and Local Fusion Centers (SLFC) by providing people and tools to the SLFCs to create a web of interconnected information nodes across the country that will ensure information is gathered from all relevant operations and fused with information from the Homeland Security Stakeholder Community. The Contractor may be required to support:

- a) Identifying and coordinating State and Local Program Office requirements with stakeholder communities.
- b) Development of information-sharing relationships with all partners.
- c) Improving understanding of legislation that affects the role of the State and Local Program Office, as well as current initiatives within the law enforcement community and endorsed by the major law enforcement organizations and associations.

C.2.8 Subject Matter Expert Support:

The Contractor shall provide Subject Matter Experts (SME) who can provide advice and assistance on I&A's substantive missions or suggest innovative or creative approaches to address I&A's mission-related challenges. Such support may include:

- a) Studies, analyses and reports documenting developmental, consultative or implementation suggestions.
- b) Assistance with developing and maintaining liaison and collaborative relationships with DHS Components; State, Local, and Tribal partners; Intelligence Community (IC) members; other national, DoD, and law enforcement partners.
- c) Assistance and advice related to the implementation of policy, strategy, and guidelines, creation or revision of Concept of Operations, Business Plans, and Implementation Plans, and standard operating procedures.

FUNCTIONAL CATEGORY 3 - TRAINING SERVICES

C.3. Scope of Work:

The operational environment of I&A and the DHS IE is very dynamic in nature and thus the mission and training needs of the organizational components are constantly expanding. The scope of this effort requires the flexibility to address those expanding needs. The scope of the activities to be performed under this contract is categorized into five logical areas and described below.

The work described should not be construed in any way to be an outsourcing of inherently governmental functions. It is work that supports government personnel in the performance of their duties. Contractor personnel will not be in a position of decision-making authority that would bind the Government to take or not to take some action by contract, policy, regulation, monetary or otherwise.

C.3.1 Registrar Support

a) The contractor shall provide registrar services for the recording, maintenance, updating, and oversight of all individual training records, monitoring of training progress, and scheduling of all training and education courses within the organization nationwide.

The Registrar function consists of three major parts:

- 1) Maintenance and updating of Training Records
- 2) Monitoring of training progress for personnel
- 3) Scheduling delivery of courses

b) The contractor will utilize the DHS Learning Management System (LMS) when it comes on line in the near future. LMS will provide the capability of tracking and documenting training and education attended by all employees; and will be accessible across the Department.

Until LMS becomes operational, the contractor will be required to perform such services and capture data manually.

C.3.2. Course Development Support

The Contractor, in coordination with the government, will develop new course curriculums and course content or revise existing ones that meet the training goals, mission and needs of the I&A customers. Courses to be developed will span the range of various topics and functions that are relevant to the intelligence, law enforcement and homeland security environment. In addition to developing curriculum and content, the Contractor shall provide the following for each course:

- a) Syllabi, lesson plans and course objectives
- b) Writing assignments and exams with answer keys and solutions
- c) Study guides and practical exercises
- d) Instructor tips for teaching the course
- e) Identify materials and resources needed
- f) Course and Instructor evaluation

The contractor may also be required to assist in developing intelligence scenarios, ground truth documents, injects, and implementers for exercises to provide realistic and challenging experiences for participants which would validate and/or improve existing processes.

C.3.3. Training Delivery Support

The Contractor shall provide skilled and experienced professional trainers to deliver and offer courses via two methods:

- a) In-residence delivery at a central facility or locations within the National Capital Region appropriately cleared at the classification of the courses to be delivered
- b) Mobile training team (MTT) delivery at regional facilities and locations appropriately cleared at the classification level of the courses to be delivered, such as DHS- affiliated, DHS IE-affiliated or SLFC-affiliated training sites

The contractor will assist in developing I&A and DHS IE instructors as trainers with the intent of developing a “Train the Trainer” program.

C.3.4. Training Program Management Support

- a) The contractor shall assist in establishing guidelines and standards designed to professionalize and integrate the training programs. The contractor shall review existing policy and strategic documents and recommend changes to more fully professionalize and integrate the organization. The contractor shall also participate in drafting new training policies and other strategic training documents. In addition, the contractor will assist with facilitating periodic training to ensure that the organization is prepared to respond to threats to national security.
- b) The contractor will provide standardization and evaluation services for intra-departmental and interagency working groups and meetings for coordination and consistency in training issues and materials provided to federal and non-federal organizations.
- c) Standardization and evaluation services will include, but not be limited to, evaluating curricula; proposed standards and/or instructional opportunities; it will also include developing standards for training and education. Finally, the contractor will

assist in reconciling intelligence community and law enforcement intelligence standards, in addition to proposing new standards that will be acceptable within both communities.

C.3.5. Distance Learning Support

The contractor shall have the capability to provide online distance learning functionality in order to facilitate greater access to I&A and DHS IE training courses. This capability will provide comprehensive functionality that includes communication features, content distribution, syllabus and course management, assessment, profile, management and other various support functions.

(End of Section C)